

SCHOLARSHIP AND LEARNING IN TRANSITION:
A SELF STUDY OF OSU'S MORITZ, PRIOR, AND UNIVERSITY LIBRARIES

October 14, 2005

This document is presented to meet the requirements of The Ohio State University Academic Support Unit Program Review of OSU's libraries. Primary authors are Joe Branin (Director of University Libraries), Raimund Goerler (Assistant Director of University Libraries for Special Collections and Archives and principal editor), Bruce Johnson (Director of the Moritz Law Library), and Susan Kroll (Director of the Prior Health Sciences Library).

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EXECUTIVE SUMMARY

In 1899, OSU's Librarian Olive B. Jones discussed with President James Canfield possible sites for a new library building. Jones proposed a place on the southern edge of the Oval. Canfield answered that the library should be at the most prominent place on campus because it was the heart of the mission of the University.

Today, libraries are still central to the well-being of the University. However, they have become far more complex even as teaching, research, and service have become more complex. Digital media compete with printed materials for attention and require new strategies for preservation and access. The cost of books and especially journals has escalated beyond the budgets provided. Learners in the 21st century require access to library resources from remote places and mobile devices, and library buildings must support different learning styles. Popular search engines such as Google provide access to so much information that librarian skills are more critically needed than ever to translate, synthesize, and provide quality indicators. Librarians partner with classroom faculty, information technologists and library consortia to acquire and to provide access to scholarship. Partnerships with providers of information technology are critical.

Generations of OSU leaders and faculty have succeeded in developing one of the major library systems in the Association of Research Libraries (ARL). OSU's libraries—the Prior Health Sciences Library, the Moritz Law Library, and the University Libraries (hereafter referred to as OSUL) -- rank 21st of 123 in this group that represents the largest research libraries in North America. Its users also rate the libraries highly as evidenced by LibQUAL (a nationally developed survey instrument of the ARL), locally developed user surveys, and annual statistical measures collected for ARL and accrediting agencies. Particularly noteworthy strengths are:

- The volume and quality of user services, especially library instruction. In this area the libraries lead their peers.
- Collections of national and international importance, especially rare or unique materials that have won national and international acclaim.
- Partnerships such as those with the Chief Information Officer and with OhioLINK, which have led to imaginative use of information technologies and which have expanded access to works of scholarship, both digital and print.

Nevertheless, OSU's libraries have critical areas needing improvement:

- Compared to benchmark institutions, the libraries rank near the bottom of this elite group in resources, particularly in the ratio of library staff to faculty and students served and in total expenditures.
- Budgets for library materials lost purchasing power over the last five years.
- Facilities for housing print collections are inadequate to keep pace with the volume of new materials, which are still arriving in print format.

- Librarians need help in persuading faculty in some disciplines to participate in alternative models for scholarly publication, such as open access journals and digital repositories, rather than with for-profit publishers only.
- The rapid pace of progress in information technologies and the public Internet challenge libraries as organizations to adapt and to innovate.

Over the next five years, OSU's libraries expect to address the following broad challenges:

- Providing access to all formats of scholarship, digital and print, essential for teaching, research, and service. Resources and services of the University's libraries must be more discoverable on the Internet and immediately available whenever possible.
- Sharing and preserving scholarship that is in digital format. The new digital information system offers real opportunities to make scholarship more immediate, accessible and affordable. As librarians we must expand our responsibilities beyond the acquisition of formally published content to help with the management of the entire life cycle of new emerging forms of information.
- Advocate for and facilitate reform in scholarly communications to take full advantage of new information technology capabilities.
- Promoting library services, internally and externally, to engage all potential users. The libraries will emphasize teaching and outreach activities and connect more effectively with learning at the University (as exemplified currently by the Digital Union, Center for the Book, and a new Peer Tutoring Program in the University Libraries).
- Changing our library facilities to accommodate changing uses and users of libraries. The renovation of the Thompson Library and changes in the Prior Library are illustrative examples of innovation in design following assessments of user needs.
- Developing human resources within the libraries to support innovation and change.
- Partnering with faculty and students in strengthening the learning process by integrating the libraries more effectively with curricular innovations at the University.
- Building strategic partnerships on campus, in Ohio and elsewhere to provide more dynamic library services.

As always, one of the greatest challenges is to have adequate financial resources to maintain the libraries as the heart of the academic mission of the University. The libraries will reallocate existing resources as appropriate and aggressively seek new funding in grants and donations. However, the libraries do receive the overwhelming portion of their budgets from central funds. Over the last five years, the total budget of the libraries has only increased an average of 2.5%, annually less than the rising cost of scholarly publications and personnel expenses.

The libraries want to do more, not less, for students and faculty and to be more competitive among peer institutions. This will take significant new funding from the University (at least 5% per year minimally, 10% ideally) for the libraries operating and acquisitions budget over the next five years and renewed support from the State of Ohio for OhioLINK. This combination of innovation, energy and support can ensure that the libraries remain substantively as well as symbolically at the heart of The Ohio State University.

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- M. Budget Reports 2000-2004 <http://library.osu.edu/sites/staff/ProgRev/SSAppendixM.pdf>
- N. Prior Health Sciences Library Strategic Plan (2005) <http://library.osu.edu/sites/staff/ProgRev/SSAppendixN.pdf>
- O. Knowledge Bank Report (2005) <http://library.osu.edu/sites/staff/ProgRev/SSAppendixO.pdf>
- P. Thompson Library Renovation: Return on Investment Report (2005) <http://library.osu.edu/sites/staff/ProgRev/SSAppendixP.pdf>
- Q. Service Values of The Ohio State University Libraries <http://library.osu.edu/sites/staff/ProgRev/SSAppendixQ.pdf>
- R. OhioLINK Snapshot 2004 <http://www.ohiolink.edu/about/publications.html>
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I. Mission Statement and OSU's Academic Plan

The University, Moritz Law and Prior Health Science Libraries have a long and mutually enriching tradition of cooperation. Although administered separately, the three libraries have worked together towards the common mission of providing the highest possible level of support to the faculty and students of Ohio State. They “are committed to meeting the diverse and changing information needs of the University's students, faculty, and staff, and to participating in resource sharing programs throughout Ohio and the world. The Libraries' facilities, collections, services, instruction, and scholarship contribute to the University's attainment of excellence in teaching, research, and service.” (Mission Statement of the OSU Libraries.)

OSU's libraries are a critical component of the University Academic Plan to “become one of the world's great public research and teaching universities.” Each of the six core strategies in the Academic Plan links with libraries:

- Recruiting, developing, and keeping a world-class faculty require extraordinary access to scholarship and information services for teaching and research.
- Building academic programs that “define Ohio State as the Nation's Leading Public Land Grant University” requires libraries that are distinctive and distinguished in the collections and services they provide.
- Improving the quality of the teaching and learning environment requires OSU, in the words of the Academic Plan, to “Transform the Library into a 21st century Information Age center within the next five to ten years.” The renovation of the Thompson Library will commence in 2006 and improvements to other libraries are underway.
- Enhancing and better serving the student body requires library facilities and services that are responsive to changing styles of student learning.
- Creating a more diverse university community involves libraries that draw scholarship from all parts of the world and that attract faculty and students from many countries, thereby adding to the cultural diversity of our campus.
- Building Ohio's future engages OSU's libraries and their services in outreach activities. In an information-driven society, progress depends upon information literacy and access to scholarship.

II. Organization and Services

a. Three Libraries, One System

Reasons of history, special expertise and differing styles for delivery of information account for the organization, number, and distribution of libraries at Ohio State. OSUL began in 1873 as a one-room library in University Hall, the first and only campus building. After nearly two decades of sharing space in Orton Hall with the Geology Museum, the William Oxley Thompson (or Main) Library opened in 1913. It was too small to serve as the only library building and

smaller departmental libraries developed. Now, the libraries of the OSUL system occupy thirteen buildings on the Columbus campus.¹

While the OSUL began with the opening of the University, The Moritz Law Library and the Prior Health Sciences Library commenced at different times. In 1846 the Willoughby Medical College moved from Cleveland to Columbus, bringing a small collection of books which has grown into the Prior Health Sciences Library. The Moritz Law Library began with a gift of books to the fledgling law school in 1891, and it has been housed separately from the Main Library since the opening of Page Hall in 1903.

The directors of the three libraries have separate reporting lines. (See Appendix A) The Director of the OSU Libraries is in a reporting line to the Office of Academic Affairs. Law libraries at most American universities are units of their law schools, and at OSU the Director of the Law Library reports to the Dean of the Moritz College of Law.² The majority of Health Science libraries nation wide are administered as part of a health science center, and at OSU the Director of the Health Sciences Library has reported to the Senior Vice President for Health Sciences and the Dean of the College of Medicine since 1974.³

Although separate, the three libraries have much in common. For many years, they have shared a common online library catalog (currently OSCAR and the interface with OhioLINK), participated together in multi-institutional initiatives such as OhioLINK and the CIC, and consulted with each other on expensive, cross-disciplinary acquisitions. Each library benefits from the relatively low cost of acquiring materials and electronic resources through OhioLINK and from the common Book Depository that provides a secure, preservation environment for less frequently used materials. The directors and their staffs also meet regularly and look for new ways to cooperate and collaborate.

b. Staffing

The libraries see their human resources as the key to providing collections and information services of high quality. The 401 library employees are categorized as: faculty librarians (75), administrative and professional staff (46), civil service support staff (159), and student assistants (121 FTE). Although our staff numbers are small and decreasing (a decline of 9% since 2001), these personnel offer, by quantitative measures, a great deal of service. In 2004, for example,

¹ Architecture Library in Knowlton Hall; Archives in the Book Depository Building; Biological Sciences/ Pharmacy Library in the Riffe Building; Business Library in Mason Hall; Cartoon Research Library in the Wexner Center; Education, Human Ecology, Psychology and Social Work Library in Sullivant Hall; Food, Agricultural, and Environmental Sciences Library in the Agricultural Administration Building; Fine Arts Library in the Wexner Center; Geology Library in Orton Hall; Journalism Library in the Journalism Building; Thompson (or Main) Library; Music/Dance Library in Sullivant Hall; Science and Engineering Library on 18th Avenue; Theatre Research Institute Library in Lincoln Tower; and the Veterinary Medicine Library in the Veterinary Medicine Academic Building.

² The Moritz Law Library was part of OSUL from 1894 to 1947. The reporting line changed upon the hiring of the first Director of the Moritz Library.

³ From 1925 to 1974, the Health Sciences Library was part of OSUL. Shortly after the opening of the Prior Health Sciences Library building, the reporting line changed.

library staff circulated 1,860,280 items and conducted 301,182 reference transactions, making OSU one of the busiest research libraries among our ARL peers.

Comparative statistics with peer institutions (see Appendix B), outside consultants, and visitors have noted the disparity between our staff size, clientele size, and the amount of services offered.⁴ There are two ways of viewing this fact. Positively, we are a very productive, efficient staff. Negatively, we are stretched too thin and are not able to offer the highest quality, individually tailored, and innovative services of our better staffed peer libraries. Figure 1 illustrates levels of staffing and proportional distribution by staff categories at OSU libraries compared to the benchmark institutions in 2003/2004.

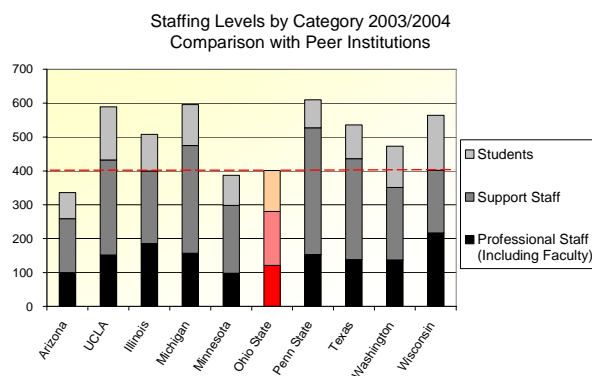


FIGURE 1 (also included as Table 16 in Appendix B)

Although OSU had the second largest enrollment among the benchmark institutions, OSU had the third lowest number of staff (professional, support staff, and students) to provide services.⁵ Only the University of Minnesota and the University of Arizona had fewer. Nevertheless, OSU handled more reference transactions than any other benchmark institution and had the fourth largest number of circulations, as shown in Figures 2 and 3.

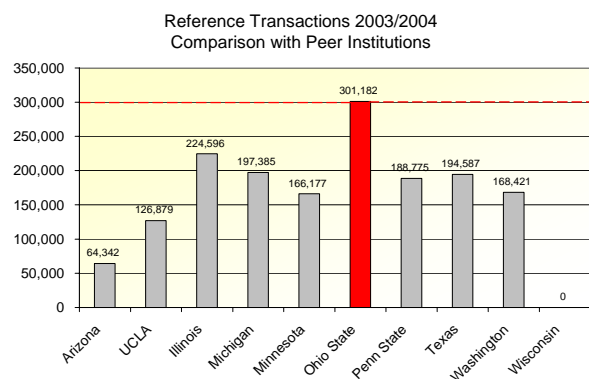


FIGURE 2 (also included as Table 10 in Appendix B)

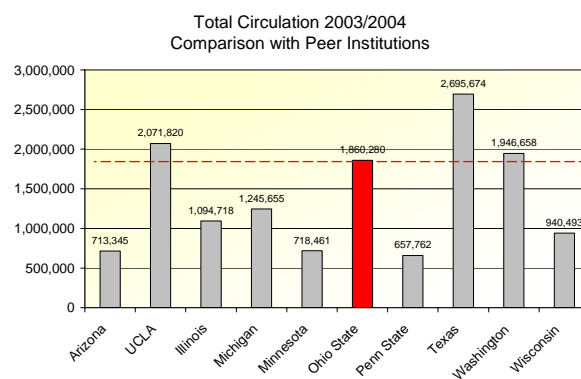


FIGURE 3 (also included as Table 12 in Appendix B)

Librarians at OSUL and the Prior Health Sciences Library have faculty status and OSUL is the “tenure initiating unit.” Library faculty are full members of the University’s faculty and have all of the benefits and responsibilities associated with this status, including teaching, service, and

⁴ See also Appendix C. Additionally, the External Review Report for the University Libraries in 1990 (the most recent external review) noted “Staff shortages may be the most severe problem the Ohio State University Library faces....It seems clear that, in the future, more staff will be needed, both to provide basic services and in anticipation of the new technologies that will require additional staff assistance.”

⁵ Benchmark institutions are those against which the Ohio State University compares itself: University of Arizona, University of California at Los Angeles, University of Illinois, University of Michigan, University of Minnesota, Penn State University, University of Texas, University of Washington, and University of Wisconsin.

research/publication.⁶ At Moritz Law Library, librarians have professional staff appointments, except for the Director who has Law faculty rank.

Professional staff hold important administrative and technical positions. They are not eligible for tenure, and they are judged on their job performance, not on research and publication. Civil service staff are the essential core personnel who provide the important operational support for the libraries. They are guided by State civil service policies and rules.

Graduate and undergraduate student assistants provide a pool of talented and energetic support for all library operations. OSU has one of the largest student assistant work pools of any research library, and it depends very heavily on student assistants in place of regular staff. Generally speaking, libraries prefer to rely upon knowledgeable, experienced, and dedicated staff to provide consistent services of high quality. One exception to this, however, may be in the provision of services to undergraduates. Some universities have found that peer to peer assistance can be more effective. OSUL is currently implementing a Peer Library Tutor program to train and use students for this purpose.

All employees of the libraries, whether librarian or part-time student, work in a “performance-driven” culture. Faculty and staff receive annual evaluations and are eligible, in most years, for merit increases to their salaries and library and university awards for outstanding accomplishments. Students as well as staff can earn “spot” bonuses for exceptional service.

The libraries cultivate quality in staffing first by selecting carefully and then by offering opportunities for education and training. Staff development, staff participation, and increasing diversity are constant activities in the libraries. We offer a full range of training, travel and research support, and internships to our personnel.⁷

c. Services

The libraries offer a full range of services related to selecting, acquiring, organizing, storing, sharing, and preserving scholarship. For a complete listing and description of library services, readers can go to the Libraries Web site at <http://library.osu.edu/> and peruse the sections on “About us,” “Libraries,” and “Learn.” For this self-study, we will highlight trends and changes in our library services.

During the last five years we have been moving to a “knowledge management” perspective in the services we offer. By this we mean, we are extending our traditional services beyond the management of traditional “published” scholarship. A good example of this new approach is the

⁶ In the last five years, faculty librarians have authored over 150 publications and presentations, served in leadership positions in many professional associations, and taught frequently as guest lecturers and teachers of for-credit courses.

⁷ Notable examples include our annual library lecture series, staff exchange program with Shanghai Library, faculty research release time, and Mary Key Diversity Residency Program. All student employees of OSUL must attend an orientation workshop that focuses on expectations of quality service.

Knowledge Bank project that is underway. Below is a chart that lists the services that we believe are important to our future.



Figure 4

Library services are changing in tune with digital technology opportunities, new patterns of learning, and an emphasis on knowledge management. Preservation, cataloging, and subject specialists are forming teams to work with scholars on new digital collections.⁸ Public service staff are designing new spaces and service strategies, such as learning commons, to better serve active and technology savvy learners. All are working to connect library services such as document delivery, course material support, and other outreach initiatives to teaching and research at OSU.

Services of the libraries reach beyond the central campus and, in the words of OSU's Academic Plan, "help build Ohio's future." The Prior Health Sciences Library provides support to all the Health Sciences Colleges and the Health System which totals 15,000 customers. Additionally, it has responsibility for the libraries at five hospitals in Central Ohio. The Library also has a contract with the National Library of Medicine to serve as an Outreach and Resource library for Ohio.

The OSU libraries assist libraries on the four regional campuses at Lima, Mansfield, Marion, and Newark and also in Wooster at the Ohio Agricultural Research Center and the Agricultural Technical Institute. Notices of exhibits and conferences sponsored by the libraries are promoted

⁸Another example of reorganization in response to the digital environment is OSU's Scholarly Resources Integration Department that is working with traditional bibliographic information as well as with personnel data to create a new OSU expertise system.

locally and members of the community are encouraged to attend. For many years, OSUL has had an active “Friends of the Libraries” group that includes ca. 1,000 community members. Typically, the libraries extend more than a thousand courtesy cards annually (1,082 in 2002 and 1,686 in 2003) for school teachers and the general public. In September 2003 OSUL created an alumni portal service that connects OSU Alumni anywhere to selected information resources of the libraries.

d. Collections and Access

The University’s libraries acquire, store, organize, and deliver information in many formats. Together, the Moritz Law Library, the Prior Health Sciences Library, and the OSU Libraries hold more than 5.8 million volumes. Last year, they received issues for approximately 35,000 journals and added more than 100,000 new print volumes. In addition, the libraries purchase access to more than 350 electronic databases in the humanities, law, medicine, sciences and social sciences. They also have significant collections of archives, manuscripts and rare books.

Students and faculty use library materials and services extensively. According to ARL statistics for 2004, the libraries had 1,860,280 circulations and received 82,458 items from other libraries through interlibrary loans. The unusually high level of repeated borrowing from other libraries reflects the need to purchase more materials locally.

e. Comparison with Peer Institutions

Because one of the academic goals for OSU is to “define Ohio State as the Nation’s Leading Public Land Grant University,” comparisons with other institutions are important. In 2004, OSUL was twenty-first in index rank among the 123 members of the Association of Research Libraries (ARL). The index is a composite score based on volumes held, volumes added, current serials, total expenditures (collections, staffing, equipment, supplies) and total professional and support staff. Eight of the benchmark institutions who are also members of ARL ranked higher than OSU: UCLA (5th), University of Illinois (6th), University of Michigan (8th), University of Texas (10th), University of Wisconsin (11th), University of Washington (13th), Penn State (14th), and Minnesota (19th). Only Arizona (30th) ranked lower than OSU (21st).

When compared against the University’s benchmark institutions using the components of the ARL index, OSU is consistently in the lower tier. In 2004, OSU ranked eighth among the ten benchmark institutions in volumes held, sixth in volumes added, and ninth in current serials, total expenditures, and total professional and support staff.

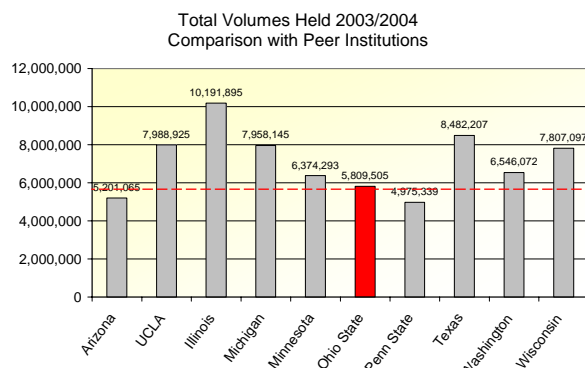


FIGURE 5 (also included as Table 1 in Appendix B)

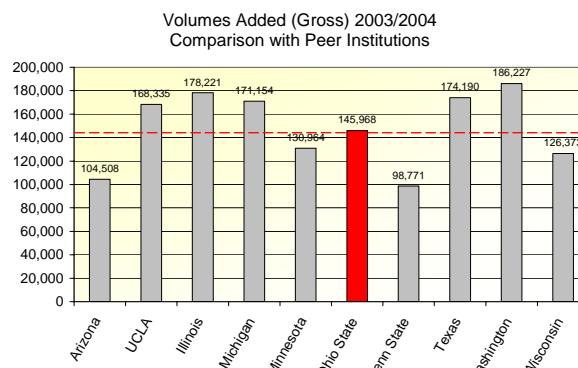


FIGURE 6 (also included as Table 2 in Appendix B)

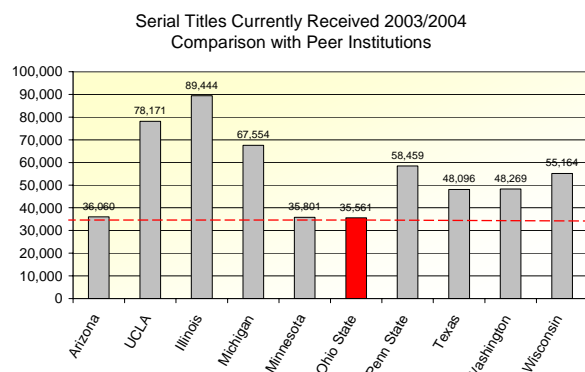


FIGURE 7 (also included as Table 3 in Appendix B)

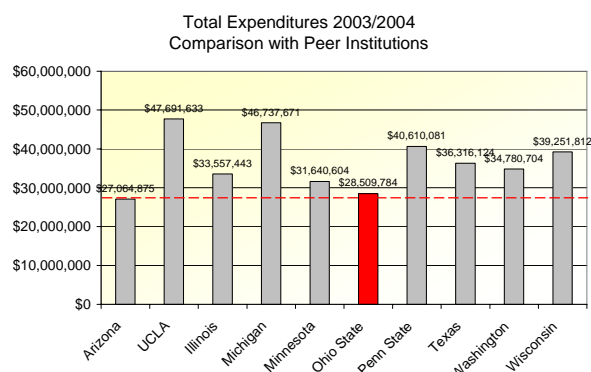


FIGURE 8 (also included as Table 4 in Appendix B)



FIGURE 9 (also included as Table 17 in Appendix B)

However, it is important to note that OSU ranked in the first tier of benchmark institutions for the use of its collections and reference services in 2004, ranking first in reference queries received and answered and fourth in total circulation (as shown in Figures 2 and 3; for more comparisons, see Appendix B).

Moritz Law Library

The same pattern of relatively low financial and human resources applies to the Moritz Library when compared to peer law libraries (see Appendix D). The Moritz Library's expenditures for FY04 (the last year for which comparative figures are available) were lower than ten⁹ of the fifteen libraries of public law schools that placed above OSU in the latest U.S. News and World Report rankings. In numbers of professional staff, however, the Moritz Law Library ranked lower than all but three schools.¹⁰ In the past year, the Moritz Library has lost one professional

⁹ These ten law schools include the following benchmark institutions (in descending order of rank): University of Michigan, UCLA, University of Texas, University of Minnesota, University of Washington, and University of Wisconsin.

¹⁰ UC Davis, William & Mary, University of Illinois.

position while the law library at Illinois (ranking lower) has added four positions and will, thus, pass the Moritz Library in number of librarians.

Prior Health Sciences Library

Comparing the Prior Library against the benchmark institutions continues this pattern (see Appendix E). The budget ranks the lowest and every service measured ranks at the midpoint or higher. The Library consistently provides an excellent return on the funds invested. The constant challenge for the Prior Library in particular is to find additional funds to support the 8-10% annual increase in the cost of scientific materials and to support the growth of the Health Sciences Center.

f. User Assessments

Satisfaction with the OSU libraries among faculty and students is measured in several ways. Since 2002, OSU Libraries has participated annually in LibQUAL, a nationally developed survey instrument of the Association of Research Libraries. A study of the three LibQUAL survey results set forth three major conclusions: (1) information control that is user-driven is the most important priority for users; (2) generally, levels of satisfaction with the OSU libraries are very similar to average satisfaction levels at other ARL libraries; (3) customers are dissatisfied with access to online full-text articles, even though OSU has access to one of the largest full-text electronic journal collections among research libraries. One explanation may be that the access has created demand for more than can be supplied. (For more conclusions, see Appendix F.)

The Prior Library also participated in the LibQUAL national benchmark study in 2002 (see Appendix G) and will do so again in fall 2005. The first study indicated an above average level of customer satisfaction, especially with the physical environment, document delivery services, and the interdisciplinary nature of the collection. However, the report also found four weaknesses: (1) limited library hours; (2) lack of journal titles; (3) inadequate remote access to important electronic information; and (4) need to develop information portals to promote more direct access to relevant information.

A major effort to study customers and to anticipate needs for library services was documented in the “Report on the Renovation of the Thompson Library” in 2004 (see Appendix H). An external consultant and a committee of OSUL faculty and staff interviewed campus administrators, faculty, and staff closely involved with academic programs and student life, surveyed recent publications concerned with teaching and learning, and visited other academic libraries. The report recommended three governing concepts in planning libraries:

- Customers are a learning community, a group of any size and composition that learns together. Increasingly, the members learn collaboratively. In this community, the library is a contributing member to the learning process, not a separate and purely supportive enterprise. Libraries need to have furniture and space appropriately designed to accommodate a variety of learning styles.
- Learners come to the University with their own knowledge bases and their own learning agendas. A goal is to move learners progressively towards expertise in information seeking, critical thinking, and the discourse of particular disciplines. Librarians need to be actively engaged with learners to accomplish this.

- Libraries should highlight the learning uses of the technology and resources available. Displays by faculty and students should be prominent in the libraries.

Recently, the Prior Health Sciences Library interviewed faculty and staff in a redesign of its reference facility and services. Although the University Libraries has had success in peer-to-peer reference experiences, the health sciences users needed staff, not students, at the desk at all times because identification of relevant information has become a complex process. They wanted librarians to coach other faculty on how to use and integrate new technologies into their work. Finally, users wanted librarians to track questions asked by students and faculty and, when needs emerged, to create workshops to meet those needs. All of these considerations led to the Prior Library ASK Desk

g. Other Assessments

The libraries submit annual statistical reports to ARL and to accrediting agencies (e.g., the American Bar Association in the case of the Moritz Library and the Association of American Medical Colleges for the Prior Health Sciences Library) which form the basis of comparative statistics among different types of academic libraries. In addition, the libraries are subject to periodic review by the accrediting agencies for the programs which the libraries support. Thus, for example, the Moritz Library was reviewed by an ABA site-inspection team in October, 2004 (see Appendices I & J) and the Prior Library by the Liaison Committee on Medical Education in 2005 (see Appendix K).

III. Resources / Budget

a. Expenditures for Libraries

OSU libraries' total expenditures for 2004 were \$28.5 million, placing the libraries 24th among all ARL libraries and ninth out of ten among its peer libraries in this category. Over the last five years, the libraries total expenditures have increased on average 2.5 % annually with some fluctuation year to year. Below is a chart illustrating the libraries' total expenditures and those of its peers over the last five years.

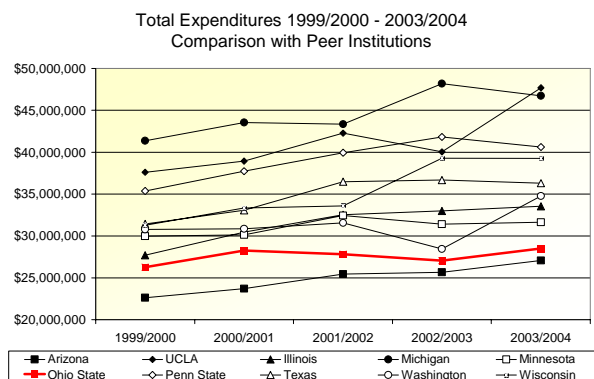


FIGURE 10 (also included as Table 5 in Appendix B)

Research libraries budgets are usually divided into two broad categories: acquisitions and operating budgets. The acquisitions budget consists of “continuations” funds for standing subscriptions to such materials as journals, newspapers, and databases, and “discretionary” funds for one-time purchases such as books, back runs of journals, historical databases, and special collections material. A challenge for research libraries today is to maintain budgetary balance between discretionary funds for one-time purchases and new materials and the

“continuations” budget as journal subscriptions are rising. Last year, the libraries spent twice as much in continuations (\$6,796,659) as in monographs (\$3,075,324). Appendix L includes several charts showing the balance between continuations and discretionary expenditures in the libraries as a whole and in several disciplinary areas.

The operating category of the budget is composed chiefly of personnel expenditures, but it also includes supplies and equipment. Libraries tend to receive increases more regularly for their acquisitions budget than for their operating budget, and finding funds for new equipment and facility improvements is a challenge. In FY 03-04, acquisitions consumed 37% of the total budget, leaving 63% for operations. Charts showing the proportional allocations and expenditures to the various categories of the total libraries’ budget are included in Appendix L.

b. Sources of Funding

Each year the Director of Libraries makes a formal, written budget request for University Libraries, which is then reviewed by the Provost, Office of Academic Affairs, Senior Vice President for Business and Finance, and the University Senate’s Fiscal Committee. Major capital projects, such as the \$102 million renovation of the Thompson Library, are budgeted separately as capital projects funded through State capital funds and private fund raising efforts. (Copies of the last five annual budget requests for the libraries are included in Appendix M.)

Funding goes from the Provost to the Director of Libraries for the University Libraries, to the Dean of The Moritz College for the Law Library, and to the Senior Vice President for Health Sciences for the Prior Health Sciences Library. New funds for acquisitions stem from the central tax that provides the greatest financial support, as well as from trademark and licensing revenue funds and indirect cost recovery funds.¹¹ (See Appendix C for more details about the allocation formula and a five year “strengthening plan” for the libraries).

Other Funding sources for the libraries include grants, gifts and endowment income, library generated income funds from fines, lost books, copy services, document delivery, and rental space. Below is a chart illustrating the approximate amounts and proportions of funds from these sources.

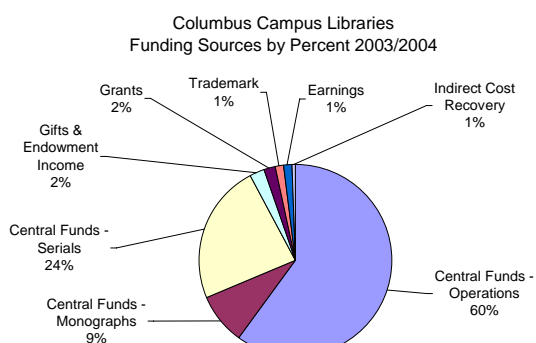


Figure 11(also included as Table 1 in Appendix L)

Recently, the Provost invited the directors of the three libraries to request additional continuing funds over the next five years, 2005-2010. In that request, the directors identified priority programs for improvements. Additionally, the directors recommended that a revised allocation formula, based on a review of peer institutions, “be used for the next five years to allocate new funds, except for indirect cost funds, among the University, Prior Health Sciences, and Moritz Law Libraries.” New revenue from central sources and from licensing royalty income

¹¹ Examples include the Medical Center and the Chemistry Department.

would be shared differentially, with University Library receiving 78%, Health Sciences Library 13%, and Law Library 9%. New revenue from indirect costs would follow a formula set in 2003: University Libraries 56%, Prior Health Sciences Library 38%, and Moritz Law Library 6%. (See “System Improvement Request, 2005-2009,” Appendix C.)

c. Budget Challenges

The \$28.5 million budget of 2004 was the 24th largest among North American research libraries. Efficiencies of staffing, economies in purchasing, and productivity in services boosted OSU to an overall index rating of 21st place in the ARL (Additionally, our historical print collection strengthened our ranking). Our budget while strong presents us with a number of challenges:

- Keeping up with the rising cost of published scholarship, particularly the 8 to 10% annual inflation rate for scientific and technical journal subscriptions.
- Tightening operating budgets where personnel costs for salary and benefit increases eat away at FTE counts and funding for equipment, supplies, and basic facility improvements.
- Maintaining and improving services with relatively few staff. The libraries serve one of the largest clienteles of any research library. All service transaction counts (circulation, document delivery, reference, instruction) are very high, but our staff numbers are low. A better ratio of library staff to customers would improve the quality of service and our ranking.

To reach comparable expenditures with peer libraries would require an increase in annual funding of nearly \$10 million, which would place us 5th rather than 9th among peers in spending.

d. Budget Reallocations

A larger budget for acquisitions and operations will help strengthen the libraries, and the libraries are addressing the budget challenge proactively in many other ways too. The libraries are reallocating funds internally aggressively; we are partnering or merging with other agencies to gain economies and effectiveness; and the libraries are seeking other sources of funding through grant seeking, fund raising, and revenue-generating services. A few notable examples of these efforts include:

- The merging of information service units into the Knowledge Management Center and ASK (assistance, service, knowledge desk) Desk operation of the Prior Health Sciences Library.
- The reorganization of personnel, services, and facilities in collections and public services in OSUL, consolidating facilities and service points and reducing administrative expenditures.
- Reorganizing the Cataloging and Acquisitions Departments in the Moritz Library into a single Technical Services Department; streamlining procedures in that department and eliminating one position (with the funds reallocated to IT support).
- Systematically canceling duplicative, out of scope, and too expensive journal subscriptions.

- Reforming scholarly communications by being informed consumers willing to make difficult choices, and offering authors and students new avenues for the publication and dissemination of their intellectual works.
- Mounting an aggressive fund raising campaign for library facilities and personnel and collections endowments that has netted more than \$20 million new dollars in the last five years.
- The Moritz Law Library is a part of the Moritz College fund raising campaign launched in October, 2005.

e. Budget of the Moritz Law Library

The Moritz Library acquisitions and operating budgets are sub-parts of the Moritz College budget. Funding for the Moritz Library comes primarily from the central administration with additional sources of funding from endowment income, gifts, OSU licensing revenue, indirect costs and special allocations.

In common with the other libraries, the acquisitions budget has been adversely affected by the demise of the Library Materials Index program and by the increase in continuation costs greater than the rate of inflation (it should be noted that while the Moritz Law Library does not suffer from excessively high subscription costs for the journal literature in the law, other continuation costs, notably for primary legal sources, are rising rapidly). In common with other academic law libraries, the Moritz Law Library regularly spends around 90% of its acquisitions budget on continuations (including databases such as Lexis and Westlaw). Strategic use of targeted cancellations of serials, endowment income, and the trademark and licensing revenue allocation have met the budgetary challenge until now.

Beginning last year, however, the purchasing power of the stagnant acquisitions budget declined notably. Notwithstanding the cancellation of approximately \$150,000 in continuations in 2004-05, the Moritz Library was forced to carry over into the current fiscal year a significant number of invoices which will, if nothing else were done, lead to a deficit this year of several hundred thousand dollars. This deficit will be made up through a new round of cancellations and a larger use of endowment income for acquisitions. Nevertheless, the Moritz Library will be hard-pressed to support the needs of law faculty and students.

The Moritz Law Library's operating budget has also been affected by re-direction of existing, continuing funds from other lines to librarian and staff salaries (including the cost of benefits). While these salary enhancements have been very beneficial in allowing the Library to reward merit and to offer more competitive salaries, they have had the effect of reducing those funds not already committed to acquisitions or salaries.

Assuming little or no growth in the non-personnel, non-acquisitions centrally-funded budgets, the Moritz Law Library will become increasingly reliant on endowment income for the support of general operations, and special projects (e.g. renovation of the main floor of the Law Library) in addition to acquisitions. At the same time, the amount of available endowment income has been strained by the University mandated reduction in the payout from existing and new endowments.

f. Budget of the Prior Health Sciences Library

The Prior Library's permanent budget allocation supports only about 60% of the library's personnel, books and journals. Additional funds needed each year come largely from other sources in the Medical Center. In the past the Library has been dependent on earnings income from photocopy operations to supplement the budget; however, the proliferation of electronic journals has resulted in a 75% reduction in the need for photocopiers.

The acquisition budget has suffered from the loss of buying power. Each year the Library budget fails to keep pace with the 8-10% increase in the cost of journals and the Library must drop subscriptions. Meanwhile, participation in OhioLINK, the statewide consortium, consumes more than 80% of the book and journal budget. OhioLINK does provide outstanding value but the small amount of remaining funds cannot support new initiatives.

To cope with the budgetary challenges, the Prior Library examines all services and costs vigorously. The Library has restructured services, eliminated personnel positions, and even reduced hours. Nevertheless, the Library has faced a 50% growth in customers over the last five years. Currently, the Library serves more than 15,000 customers, each of whom has specific needs for health sciences information, datasets and services.

IV. Strengths

a. Collections Use and Library Instruction

As noted earlier, OSU is a leader among research libraries in the use of library collections as measured by circulation and reference statistics. It is also distinguished in instructional services. In 2004 librarians taught fifteen for-credit courses. Additionally the libraries have been nationally recognized for their accomplishments in service to customers and in teaching information literacy. Noteworthy accomplishments are:

- The OSUL Instruction Office has developed and currently coordinates the "Make the Leap" online assignment and in-class presentations offered to thousands of freshmen in their Survey 100 classes.
- Students may enroll in any of the three online courses offered by the OSUL Instruction Office each quarter: "Internet Tools and Research Techniques," "Advanced Online Research," and "Career Research Online."

Librarians at the Moritz Law Library also have significant instructional responsibilities. They teach the required introductory course in Legal Research to all first-year law students. In addition, Moritz librarians teach for-credit advanced courses in specialized areas of legal research (e.g. online research, foreign and international legal research) and lecture in many classes. Moritz librarians and members of the Moritz College IT staff present a series of programs to faculty and staff on new databases, instructional technology and software applications. This has helped to meet a longstanding need for instruction in these areas. Finally,

the Moritz Law Library has worked closely with the Moritz College career services office to build and house a collection of relevant resources.

The Prior Library, too, has an excellent record in teaching library users. It is the only three time national winner of the Medical Library Association's Frank Bradway Rogers Information Advancement Award for "outstanding contributions for the application of technology to the delivery of health science information." Additionally:

- A Prior librarian, in conjunction with other health sciences faculty, developed courses for a new biomedical sciences undergraduate honors program.
- Prior Library's instruction series entitled Knowledge Now (KNOW) features speakers from the NIH and OSU. The workshops provide in-depth instruction on complex databases and datasets critically important for researchers and educators.
- Prior librarians also team teach with staff from the Center for Knowledge Management to educate faculty in developing Web-based curriculum content.

b. Collections

General Collections

Print Collections of the OSUL are extraordinary in depth and breadth. Particularly remarkable are the Geology Library in Orton Hall, and the East European Studies collection, one of the largest (more than 885,000 volumes) in the United States. Additionally, the Hebraica and Jewish Studies Collection is one of the largest research collections in the Midwest for Jewish Studies.

The Moritz Law Library's collection is the largest in Ohio and one of the largest in the United States. It is particularly strong in alternative dispute resolution, children's rights, constitutional law, labor and employment law, and public international law. In addition, the Moritz Library has licensed a number of electronic resources (e.g. Hein-Online, LLMC-Digital, UN Treaty Collection) which are available to all OSU students and faculty.

As the Prior Library attempts to acquire materials in all the health sciences subjects, funding limitations have resulted in an overall mid-grade collection for most disciplines. Cardiology and Surgery are areas of strength. This concern is reflected in the high number of interlibrary loans that are requested by customers each year, which indicates that faculty and staff are paying to supplement our collection. The Prior Library has been in the top 10% nationally in borrowing of materials for the past 20 years.

Special Collections

Research libraries pride themselves in the breadth of their holdings of rare and unique documentation of culture because it is what makes them distinctive among their peers. In addition to general collections, the libraries have special collections that are extraordinary in their depth and breadth. Recently, a report of the Association of Research Libraries declared "Special Collections represent not only the heart of an ARL library's mission, but one of the critical identifiers of a research library."

The OSUL has eight programs that are its special collections:

- Cartoon Research Library¹²;
- John Glenn Archives, pertaining to his career as astronaut and Senator;
- Hilandar Research Library of medieval Slavic manuscripts;
- OSU Archives;
- Polar Archival Program whose core collections concern Admiral Richard E. Byrd and Dr. Frederick Cook, the controversial claimant to the North Pole;
- Rare Books and Manuscripts¹³;
- Charvat Collection of American Fiction, one of the nation's largest collections of first editions;
- Theatre Research Institute¹⁴.

These collections have received many national accolades. Governmental agencies, such as the National Endowment for the Humanities, the National Historical Publications and Records Commission, and the National Science Foundation have awarded OSUL and its special collections grants for projects of preservation and access. So, too, have private foundations, such as the Getty Foundation and the Kane Lodge Foundation. Finally, the curator of the Cartoon Research Library has served on the committee that selects the Pulitzer Prize for editorial cartooning.

The Prior Library's special collections are housed in the Medical Heritage Center. Meeting space in the Center provides a venue for lectures, donor events and symposia. The MHC hosted 251 events this past year. The Center's rare book collection includes materials dating from 1515 and contains texts covering the fields of dentistry, nursing, homeopathy, local history, medicine, and anatomy. The Center's manuscript collection includes the papers of world-renown surgeon Dr. Robert Zollinger and of nuclear medicine pioneer Dr. William G. Myers. These materials are being digitized to facilitate their use by researchers throughout the world. Another strength of the MHC is the historic medical instrument collection which contains over 2,000 instruments dating from 1800. Many of these instruments have been cataloged and made available through the OCLC international cataloging system.

The Moritz Library's rare book collection, while not large, has been carefully developed over the years. Recently, the Library has started collecting unpublished material reflecting the history of law and its practice in Ohio. The Moritz Library has also agreed to accept the papers of Judge David A. Katz of the U.S. District Court for the Northern District of Ohio.

¹² Collections at the Cartoon Research Library include the papers of cartoonists such as Milton Caniff and Walt Kelly, the archives of professional cartoonist societies, and a growing collection of manga, Japanese cartoon books.

¹³ Rare has a wealth of strengths ranging from John Foxe (*Book of Martyrs*) to Cervantes, William S. Burroughs, and most recently Lillian Schwartz, who pioneered in computer graphics.

¹⁴ The Institute holds materials documenting the performing arts including papers of accomplished professionals such as playwrights Jerome Lawrence and Robert E. Lee, choreographer Twyla Tharp, archives of performing arts organizations, and extensive theatre design collections.

c. OhioLINK

A major strength of the libraries is membership in OhioLINK (Ohio Library and Information Network). This is the most successful consortium of libraries in the nation. OhioLINK involves 85 institutions, including all of Ohio's public universities and community/technical colleges, its private colleges and universities, and the State Library. For its members, OhioLINK provides a library catalog, research databases (125), access to e-books (18,000 titles) and electronic theses and dissertations (6,300 and growing), an electronic journal center (with more than 6,300 full-text journals), and a digital media center that includes historic archival collections, images of art and architecture and educational videos. Participation in OhioLINK provides cost effective, timely access to material by leveraging statewide purchasing power. (See Appendix R for more information about OhioLINK.)

Unfortunately, OhioLINK also is facing financial challenges. It depends fully on the State of Ohio for financial support, which has declined in recent years, requiring each member to contribute more funding to maintain the central system.

d. Partnership with CIO

The libraries have close relationships with their respective information technology offices and have engaged in cooperative projects. Creating new knowledge, teaching, and learning depend greatly upon evolving computer technologies and access to an ever increasing amount of information in a digital format.

OSUL and the University's Chief Information Officer are developing the Knowledge Bank, a repository of digital objects created by members of the OSU community and having continuing importance for research and teaching. They also cooperated to create special learning spaces--the Digital Union and the Learning Commons--in which new technologies help to foster learning. In addition, OSUL integrated its IT support staff members into the Office of Information Technology. The synergy between the OSUL and the CIO will continue in the renovated Thompson (Main) Library planned to open in 2009 which will house the CIO, the Director of the OSU Libraries, and their respective staffs in a common suite of offices.

Four years ago the Prior Library created a strategic plan (see Appendix N) which focused on creating partnerships and integrating new technologies. The Library enhanced services through the development of the Center for Knowledge Management (CKM). This Center is located on the fourth floor of the Library and supports, designs and implements educational technologies for the Health Sciences Center. Services that have developed from this partnership include a Web-based educational testing lab, creation of Do-It-Yourself (DIY) stations where students and faculty can experiment with new technologies for their courses, and a shared service desk, the ASK (assistance, service, knowledge desk) on the first floor of the Library where Library staff work next to CKM staff so that students and faculty can receive support for all of their information needs in one location.

V. Areas for Improvement

a. Information Technology Services and Support

Library services depend greatly upon technology. A sound, reliable technical infrastructure that supports computer and network operations within library facilities, as well as off-campus access to digital resources, is critical. However, the investment needed to maintain this infrastructure has tended to leave insufficient resources available to support innovation. Routine installations, upgrades, and maintenance of basic hardware and software have consumed existing information technology resources. As a result, current challenges such as the following have received less attention than they need:

- Rapid investigation of new technologies and prototyping of new services.
- Ongoing assessment of user requirements to determine applicability of technological developments.
- Provision of wireless network connectivity in OSUL locations.
- Streamlining of off-campus access to library services and resources.
- Development of expertise in digital imaging technologies to support the rising demand for more scanning and document delivery services at OSUL.
- Creation of attractive and intuitive Web interfaces to library resources to meet new expectations of users who are influenced by their experiences searching Google, Amazon, and other general Internet services.

b. Faculty Participation in Reforming Scholarly Communication

In recent years, the cost of library materials has far exceeded inflation, the value of the dollar has declined abroad, and there has been a consolidation of the publishing industry. Not only are there fewer publishers, but many independent journals have joined commercial publishers and raised prices. Meanwhile, faculty continue to demand access to materials while acquisition budgets have fallen. As a result, libraries have had to choose between print or digital versions rather than maintaining both, or cancel subscriptions altogether.

One solution for open and economical access is to reform the traditional model of scholarly communication by developing alternatives. Proposed by the Scholarly Publishing and Academic Resources Coalition (SPARC) and endorsed by the Association of Research Libraries and the academic officers of the CIC, a new model has faculty retain rights to their work. Commercial publishers would be granted non-exclusive rights to publish. Faculty would be free to store and provide access to digital versions of their work on the Web and in institutional repositories like the OSU Knowledge Bank, in which the OSUL is a major participant.

Reforming the model of scholarly communication requires incentives and institutional support. Faculty need to retain their copyrights and to be willing to publish in digital formats that provide for open access. Also, departmental promotion and tenure committees must encourage and recognize scholars who publish in low-cost and open-access journals and who add their scholarly accomplishments to OSU's Knowledge Bank.

The libraries are working to support open access models such as PLoS, BiomedCentral, and the NIH public access policy (through education), etc. These models often require purchase of an institutional membership or the allocation of funds to offset author fees.

c. Facilities for print collections

Since 1995, the libraries have used the remote OSU Book Depository, whose construction and operations have been funded by the Ohio Board of Regents. Located on the northwestern edge of the campus, the Depository provides highly efficient and high quality preservation storage for library materials. By moving relatively infrequently used materials to the Depository, the libraries have been able to adapt their own facilities to meet changing educational needs, as well as to receive additions to the print collection. Currently, the two storage modules of the Depository contain 2,385,586 items and 14,915 cubic feet of archives and manuscripts. A van is used to return requested materials to campus libraries three times daily.

Unfortunately, the OSU Book Depository will be completely full in 2006. Repeatedly, OSU has requested funding from the Ohio Board of Regents to add more stack modules. To date these requests have been unsuccessful, and expansion of the Book Depository remains a critical need of the libraries.

d. Ability to Inspire and React to Change

Information technologies have transformed libraries at a fast pace since the early 1990's and the advent of the Internet. Online catalogs, Web services and demands for digital access have challenged librarians to think in new ways. However, there are limited human resources to invest in experimentation and change because staff is largely engaged in maintaining basic library services and facilities. The fact that the libraries of OSU have nearly the lowest number of staff among peer institutions is a weakness in this climate of technological and cultural change. The following examples illustrate this point.

- Attendance at seminars, workshops, and lectures about new developments in library services suffers when librarians and staff are needed to remain at the desks and points of service. Yet, continuing education is critical to managing change.
- Writing successful grant proposals brings about change in libraries. However, such efforts require staff time and often necessitate budgetary contributions that are difficult to make in the current environment.
- Customizing learning experiences for students and faculty requires an increased level of staffing.
- Supporting new programs created by the academic units of OSU frequently requires a significant investment in information resources and staff which the libraries are hard-pressed to meet without additional funding.

VI. Challenges and Related Initiatives

a. Content Management

Digital technology has challenged and changed the role of librarians. Today, librarians must expand their managerial responsibilities to include not only traditional formats, but digital scholarship as well. What is called “content management” involves creating and managing digital repositories to preserve and provide digital assets necessary for teaching and research. Librarians with a content management orientation work with authors and editors to encourage new types of digital publications, such as lower cost open access electronic journals. Initiatives in content management include:

Reforming scholarly communication: Librarians are working with OSU Faculty to help them retain their copyrights and publish in alternative formats, such as OSU’s Knowledge Bank. The Moritz Law Library subscribes, for all Moritz College faculty, to SSRN and BePress, two leading and relatively open-access repositories of scholarship in law, the social sciences and other disciplines

Facilitating access to digital content: In 2003 the OSU Knowledge Bank, a joint initiative of OSUL and the CIO, received a \$400,000 grant from the University’s Office of Research to support the collection of academic digital assets in teaching and research and the creation of a repository to preserve and make them available. Twelve communities (departments, colleges, centers, and other units) are now depositing their digital assets in the repository. Additional communities are in development. (See Knowledge Bank report in Appendix O.)

Libraries as online publishers: Through the Knowledge Bank, libraries have become publishers of monographs and journals. OSU’s John Glenn Institute will publish its monographs in a digital format available within the OSU Knowledge Bank. Discussions are underway with OSU Press for the Knowledge Bank to contain digital versions of out-of-print books as well as new e-books. Agreement has been reached for the Knowledge Bank to host a professional journal closely linked in mission and content to OSUL’s Hilandar Research Library. In all of these ventures, librarians provide the archiving and access tools while scholars are responsible for content and editing.

Providing access to campus-wide expertise: The Knowledge Bank has partnered with OSU’s Health Sciences Center for Knowledge Management to develop a directory or repository of OSU expertise. The objective is to design and implement a comprehensive, dynamic database of relevant information about scholarly activities, teaching, research, expertise, and academic achievements by all faculty and research staff at the University. When completed, the expertise system will inform faculty and administrative staff about research and teaching expertise and accomplishments; and it will be a convenient instrument to facilitate inter- disciplinary collaboration. More information about the expertise database can be found at <https://expertise.osu.edu>. The project is scheduled to be more widely publicized and tested during the 2005-06 academic year.

b. Changing Uses and Users of Libraries

OSU has a diverse community of faculty and students. Surveys consistently point to users who want library services that are simple enough for self-use, more access to full text online, and more flexible access from home and from mobile devices. They also want library facilities that support a variety of learning styles including casual reading, quiet individual study, and lively group interactions. Initiatives in response to these challenges include:

Renovating the Thompson Library and other library facilities

Since 2001, extensive planning has been underway to renovate the Thompson Library, the largest and most centrally located building of the OSUL. The project aims to reach the goal, as stated in the Academic Plan, to “transform the Library into a 21st century Information Age center within the next five to ten years.” In this process of planning and designing a project of \$102 million, the changing uses and customers of libraries have been a foremost consideration. The renovation itself will commence in 2006 and be completed in mid-2009. (For more information about the Thompson renovation, see Appendix P.)

The impact of changing modes of library service and user expectations affects all of the libraries at OSU. Although less than 15 years old, there are growing signs that the main floor of the Moritz Law Library will have to be redesigned to better accommodate the users of a law library and legal information in the Twenty-first Century. Furthermore, the growth of special collections in the Moritz Library will require the construction of an environmentally secure room in which to house these collections and provide for their use.

Flexibility in the design of the Prior Health Sciences Library’s space, renovated nine years ago, has enabled the library to respond to changing needs and to house new services.¹⁵ A new classroom of the future has been designed as a pilot teaching experience for faculty to incorporate new technologies into their curriculum. Another innovation is the Copyright Management Center for the Health Sciences Center which will develop educational programs on copyright ownership and digital rights. A new Library partner is the Center for Scholarship located in the Library’s Medical Heritage Center which will promote scholarship opportunities within the College of Medicine.

Using Technology in Libraries to Support Learning

In 2005, OSUL will commence a new and fee-based document delivery service, similar to the service now offered by the Prior Library that will enable faculty and students to receive documents at their desktop. In addition to responding to customers who want more remote access, this service is expected to help customers inconvenienced by the renovation of the Thompson Library.

¹⁵ Even though the Prior Library renovation is only nine years old, the building is aging. With over 300,000 customers a year, the carpet is now worn. Additionally, the previous renovation did not include funds for a critically needed roof replacement and a fire prevention system for the rare book collection. The Moritz Library will need refurbishing to replace worn furniture and carpets, as will units of the OSU Libraries.

Responding to the demand for 24/7 reference support, the libraries all have robust websites which offer easy access to chat reference and other online library services that are available from any place at any time.

Partnerships with the Chief Information Officer resulted in a Digital Union at the Science and Engineering Library to showcase and encourage new technologies for learning.

Recognizing user expectations of access to the Web by means of mobile devices, the libraries have been improving their wireless access capabilities to make this possible.¹⁶ Efforts are underway to convert OSUL's wireless connectivity in student gathering spaces to the wireless system being implemented by the CIO's Office. This will facilitate seamless wireless access as students travel around the campus.

c. Promotion of Outreach Services Internally and Externally

Fundamentally, the libraries support OSU's academic mission. That mission, however, is dynamic. New courses, new majors, and new degrees constantly enrich the academic landscape. OSU's libraries need to be a partner with colleges and departments in changes to the curriculum.

OSUL initiatives

In the last five years, OSUL created the new position of Communications Officer to increase awareness of its services and resources. Its librarians have had a leadership role in shaping the information literacy portions of the University survey course required of all freshmen. To acknowledge and foster classroom teaching by librarians, the University Libraries established a distinguished teaching award.

Moritz Law Library initiatives

Over the past several years, the Moritz Law Library has launched a number of special services to support faculty research. In 2003, the Moritz Library initiated a faculty liaison service in which a librarian is assigned to each member of the Moritz faculty. For years, the Moritz Library has routed current journals and new books to members of the Moritz faculty. Finally, the library has a Phone-Page service, in which a law student employed by the Library obtains for Moritz faculty copies of articles available only in print from other campus library collections. This service supports the Moritz College's priority of encouraging the scholarly, interdisciplinary productivity of the faculty.

The Moritz Law Library also has taken an important and highly visible role in Moritz College initiatives such as *Election Law @ Moritz*. Two reference librarians were assigned to this nationally applauded project in the weeks prior to the 2004 election and one librarian has continued to work on the project in the months since. This level of involvement is, however, difficult to sustain given the current size of the Moritz Library staff.

¹⁶ Currently, OSUL offers wireless access in the Thompson Library as well as in the following Libraries: Business; Food, Agricultural and Environmental Sciences; Education, Human Ecology, Psychology and Social Work; and Veterinary Medicine. The Moritz Law Library and the Prior Health Sciences Library have offered wireless access for the past five years.

Prior Health Sciences Library initiatives

The Prior Librarians work with the staff of the Medical Center Communications and Marketing Office to make prospective users aware of events, resources, and services. Librarians are also working with the College of Medicine to develop information portals for community healthcare professionals who have university appointments.

d. Human Resource Development to Support Change

Libraries depend upon educated professionals, dedicated staff and supervised students. Developing human resources to provide quality service and to inspire and manage change is a continuing challenge. An additional concern is the graying of the profession; 68% of academic librarians will retire in the next fifteen years. Resources must be allocated to develop recruitment and mentorship programs. Initiatives in response to these challenges include:

Service values: In 2005 OSUL defined and adopted a set of service values, one of which states: “Take the initiative; be dynamic and innovative in meeting people’s needs, being willing to take risks and maintaining the flexibility to adapt to changing circumstances.” (See Appendix Q)

Organizational flexibility: In the last five years, librarians have adapted to change by taking more responsibilities and reassignments as vacancies have created opportunities and challenges. Organizational charts have been dynamic in responding to lost positions and new initiatives.¹⁷

Leadership opportunities: OSUL has begun to focus more attention on the creation of a cadre of strong middle managers as a way of increasing opportunities for leadership. In 2005, several coordinator positions were created in humanities, social sciences, and outreach services for this purpose. Potentially, middle managers could be the next leaders within the OSUL, and OSUL has supported successful candidates for leadership guidance in University and professional programs. The Prior Library developed a leadership council to enhance strategic and collaborative decision making among department heads and library faculty.

Internships/residencies: OSUL has realigned its Diversity Residency Program to more closely fit its human resource needs.

e. Building Strategic Partnerships

Collaboration and cooperation are distinctive features of library work. Libraries depend upon teamwork, both internal and external, to achieve their missions. Initiatives in this arena include:

¹⁷ Within OSUL, each vacancy is studied by the director and assistant directors and a decision is made about replacing the position or redirecting resources. As reported in the 2003/2004 budget report, twelve faculty and staff of OSUL took on additional assignments or accepted new responsibilities. New positions, such as Communications Officer, Metadata Librarian, and Digital Imaging Specialist resulted from OSUL redirecting resources in the last five years to respond to changing needs. In 2005, OSUL consolidated the assistant director positions for collections and public services to achieve more coordination between the two areas of responsibility and to offer services more seamlessly to users. The Moritz Library administration has used a similar process of vacancy review and change. At the Prior Library, document delivery and technical services were merged to form the Resource Management department after 5% of the staff positions were lost due to budget constraints.

Campus partnerships: At OSU, the libraries have forged collaborative ties with Medical Informatics and the University Press as well as with many colleges and departments. Encouragement from the College of Arts and Sciences has led to a pilot program to develop a book arts initiative, commencing in late 2005. A partnership with the Office of Academic Affairs led to the Book Plate Program that invites each newly tenured or promoted faculty member to select a book for the library that had special meaning for them. A book plate with the name of the individual is attached, and a reception is held to display the selected titles.

Columbus opportunities: The libraries regularly benefit from the fact that Columbus is an information rich city with OCLC, Chemical Abstracts, the State Library, and a nationally acknowledged public library system.

State and regional collaborations: OSU library personnel actively partner with others in OhioLINK and the Inter-University Council of Public Colleges and Universities. OSU librarians also are active in the Committee on Institutional Cooperation (CIC) and have succeeded in cooperative grant proposals, especially for preservation.

National/international involvement: The libraries are active in the Association of Research Libraries, the American Library Association, The American Association of Law Libraries and other professional associations. Prior Library has received several outreach grants from the National Library of Medicine; i.e., funds to educate public health professionals in Ohio's Appalachian counties on health related information resources. OSUL has developed a professional exchange program with the Shanghai Library in China.

VII. The Future

Over the course of the last five years, we have studied the changing environment and future of libraries. Numerous presentations, special committees, readings, and collaborative projects have helped us to focus on trends and think about the future role of OSU libraries.¹⁸

a. Growth and Advance of Digital Information Technology

Over the next five years, the patterns of growth and change in digital information technology will continue. Certainly, printed works will continue to have a significant presence in libraries because of their 500 year legacy, their ongoing centrality and symbolic value to certain disciplines and individual scholars, and the robustness of print as a medium for preserving knowledge. Nevertheless, the digital information environment will challenge libraries to take on new roles in collecting, sharing, and preserving intellectual digital assets; in integrating print collections with digital resources and services; and in teaching information literacy skills needed in this more complex environment.

¹⁸ A Battelle grant funded a two-year set of presentations concerning the future of scholarly communications. Collaborations with OCLC, OhioLINK, the CIC, and the ARL have concerned trends in knowledge management, changing user and learning needs, and environmental scans. The Learning Group Report in Appendix H was another important activity. Additionally, there have been numerous visits to other libraries to observe innovations.

In this digital environment, OSU's libraries will:

- Add content management to collection management, extending our curatorial responsibilities with such activities as the Knowledge Bank and the expertise system.
- Reorganize and develop our personnel to offer more digital information services in close partnership with other IT and academic units of the University, as exemplified by the Knowledge Management Center, Biomedical Informatics program and consolidated Ask Desk service in the Prior Health Sciences Library and programs such as Election Law @Moritz.
- Redesign our library facilities and services to provide better support for new patterns of learning and research and new digital information services, as exemplified in the design for the major transformation of the Thompson Library.
- Emphasize the teaching and outreach activities of the libraries as we connect more effectively with learning at the University, as exemplified by our Digital Union, Center for the Book, and new Peer Library Tutoring program.
- Advocate for and facilitate scholarly communications to take full advantage of new information technology capabilities to make scholarship more immediate, accessible, and affordable.

b. A New Culture of Information Exchange and Scholarly Communication

The most profound change or influence we are watching is not technological but cultural. The current system is not working well. Its old culture seems closed, slow, proprietary, and expensive. However, the established relationships and roles among authors, publishers, librarians, and readers appear to be changing. A new culture of information exchange, fueled by new opportunities with digital technology and located on the public Internet, is just emerging. It is still relatively unformed, problematic, and controversial – but also enticing, promising, and exciting. . The new digital information system offers real opportunities to make scholarship more immediate, accessible, and affordable if we can change the old culture.

We in the libraries need to understand, participate in, and shape the new culture of information exchange. Our efforts at digitizing analog collections, creating a digital repository program, helping establish new e-book and e-journal publications, and emphasizing the management of knowledge rather than only managing collections are all responses to this new culture.

In the next five years:

- Our resources and services must be more discoverable on the Internet and must be immediately available whenever possible.
- As librarians, we must expand our responsibilities beyond the acquisition of formally published content to help with the management of the entire life cycle of new emerging forms of information, much of it self-published.
- Drawing on our expertise in locating, organizing and preserving information and knowledge in all formats, we must be prepared to support new programs and directions in scholarship, teaching and service emerging from the colleges and departments.
- We must work with our faculty and students, who are our authors and readers, and with our publishers, particularly scholarly society publishers, to reform scholarly

communications. The new digital information system offers real opportunities to make scholarship more immediate, accessible, and affordable if we can change the old culture.

c. Strengthening and Improving the OSU Libraries

We are proud of our libraries. Our self-study and critical measurements show the high productivity of our staff. We have some of highest service transaction statistics in the nation, although the size of our staff and budget ranks us near the bottom among our peer libraries. The University's and State's \$102 million support for the transformation of the Thompson Library and their wise investment in the OhioLINK consortium of academic libraries show the commitment to OSU's libraries.

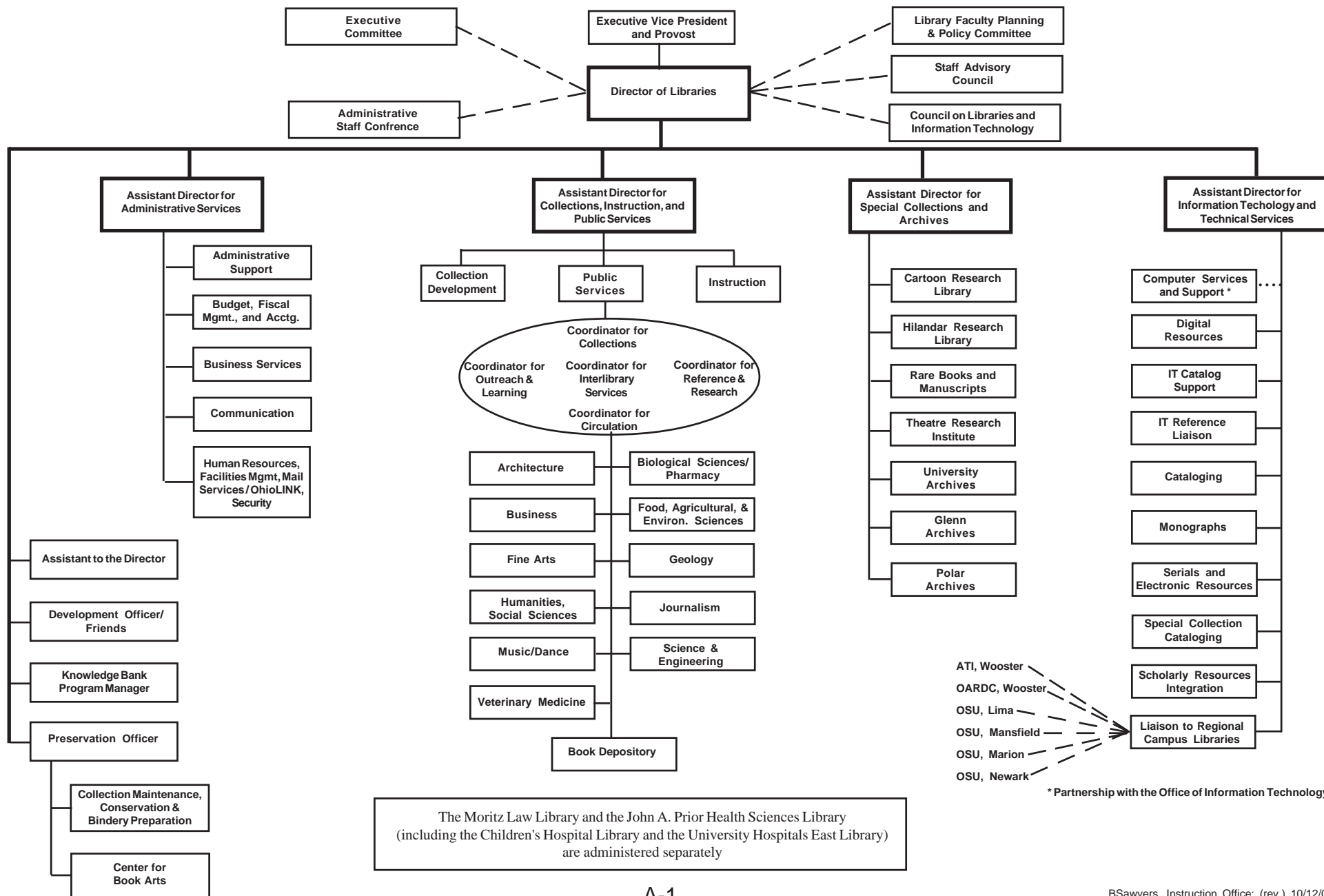
We note, however, that we do have weaknesses and areas for improvement. We are not the leader we would like to be in library research and development and in the application of new technology to information services. Our grant seeking efforts and our outreach efforts to the University and to Ohio's industry are not as strong as they should be. Our ratios of library staff to faculty and students, and library resources to faculty and students are much too low for our ambitions. Our response to the needs for computer equipment and facility upgrades are too slow. Finally, we must become more persuasive and effective in fostering student and faculty use of library services and resources and in the reform of scholarly communications. All of these weaknesses we will address, in so far as possible and appropriate, by reallocating existing funds and reorganization. Additionally, we will aggressively seek new funding sources through fund raising, grant seeking, and revenue producing services and products.

OSU's libraries, however, do receive the overwhelming portion of their budgets from central funds and public dollars and there are budgetary concerns. Over the last five years, the libraries' total budget has increased an average of only 2.5%, making it impossible for us to keep up with the increasing number and cost of scholarly publications in addition to the rise in salary and benefit costs. OhioLINK's budget, on which we are very dependent, has been even weaker with a decline of 3% over the last five years.

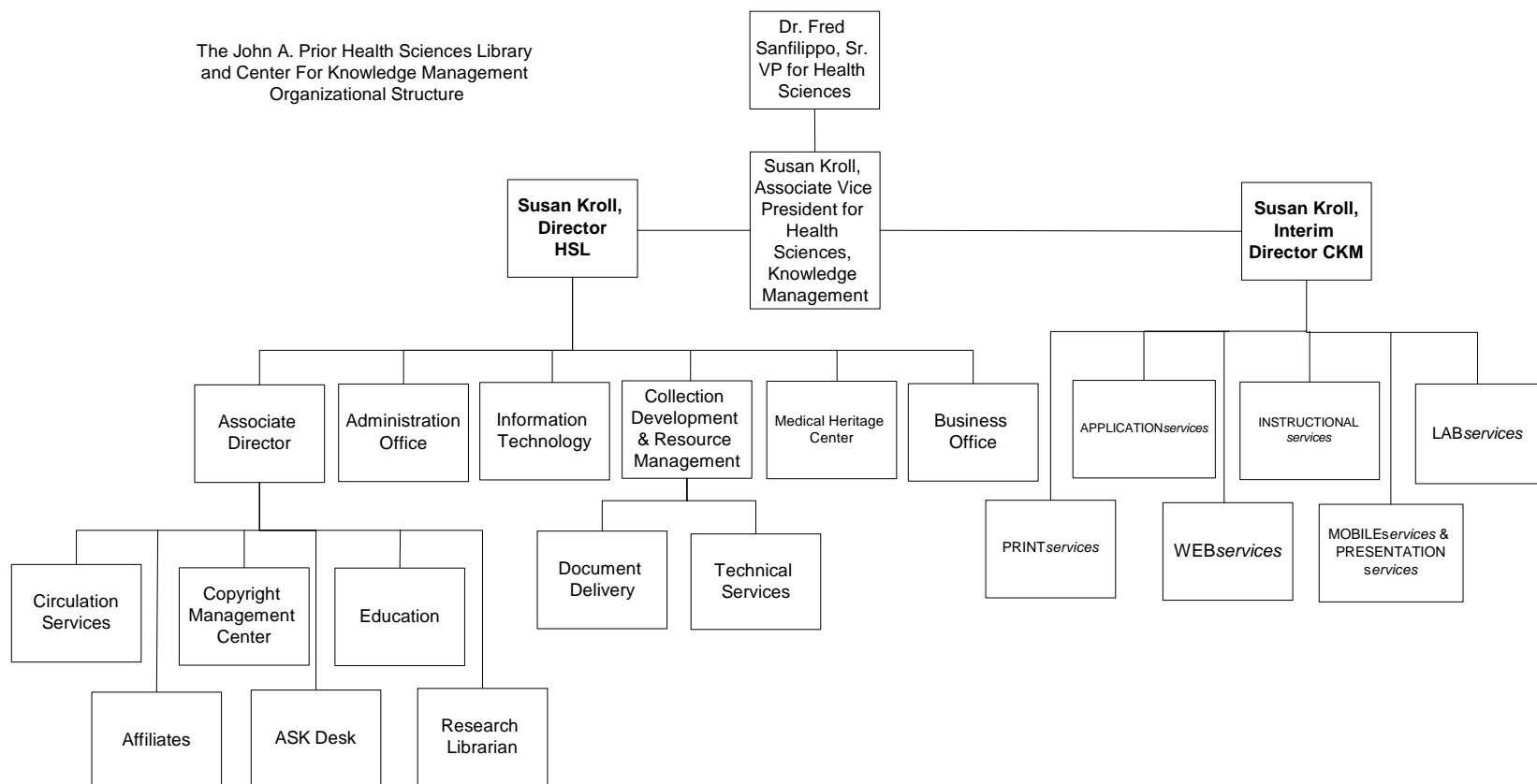
We want to do more, not less, for our students and faculty. We want to be more competitive among our peers, the better to support Ohio State's drive to be ranked among the foremost public research universities. To do this will take significant new funding from the University (a minimum of 5%, ideally 10%, per year for operations and acquisitions over the next five years) and renewed support from the State for OhioLINK. This combination of innovation, energy and support can ensure that the libraries remain substantively as well as symbolically at the heart of The Ohio State University.

Appendix A

The Ohio State University Libraries Organizational Chart



The John A. Prior Health Sciences Library
and Center For Knowledge Management
Organizational Structure



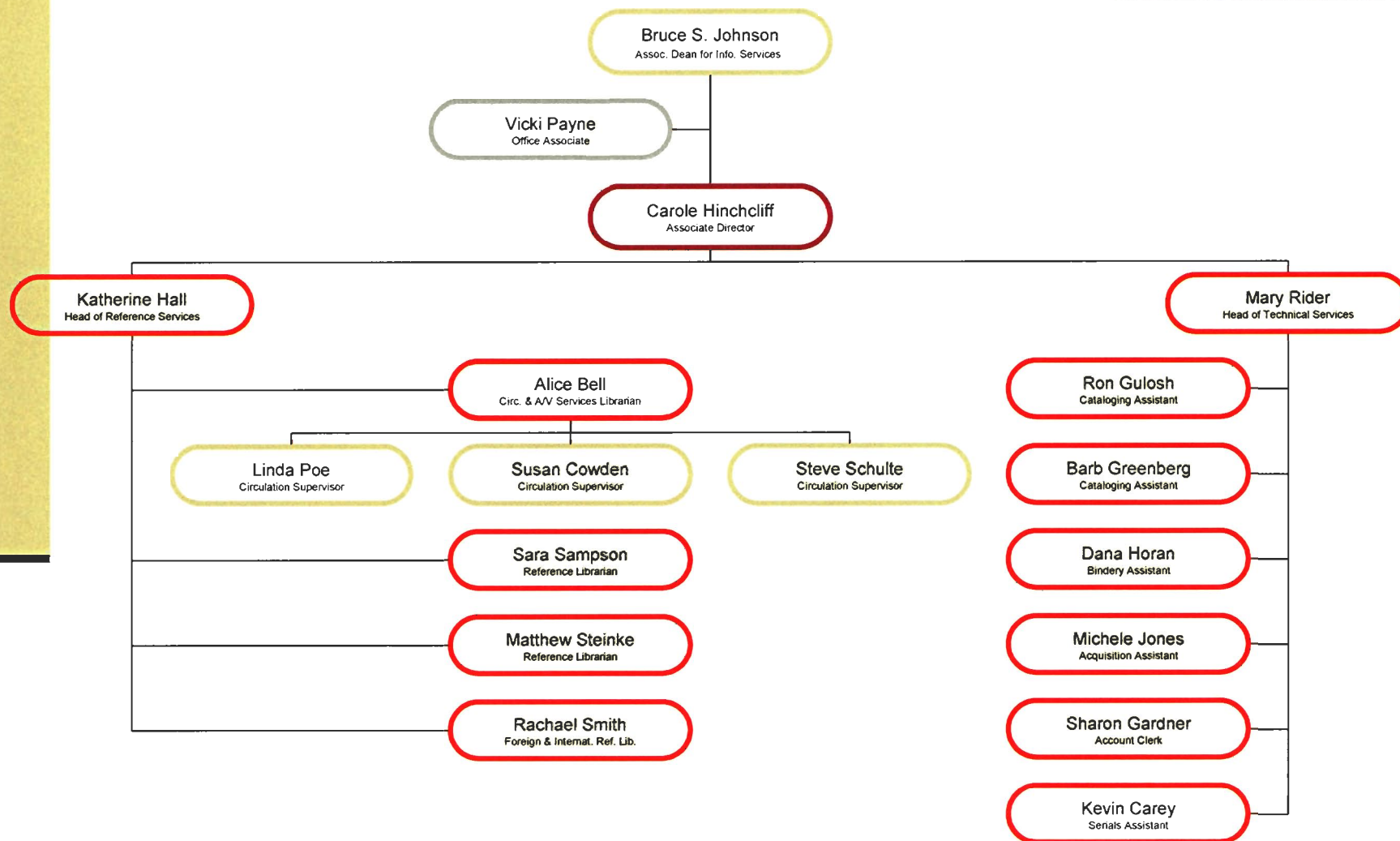
----- Indicates CKM Partner

Phase Two Center for Knowledge
Management Rev. 09/05

Organization Chart

Moritz Law Library

October 7, 2005



Appendix B

Comparative Statistics for the Combined Columbus Campus Libraries and Their Peer Institutions

TABLE 1
Total Volumes Held 2003/2004
Comparison with Peer Institutions

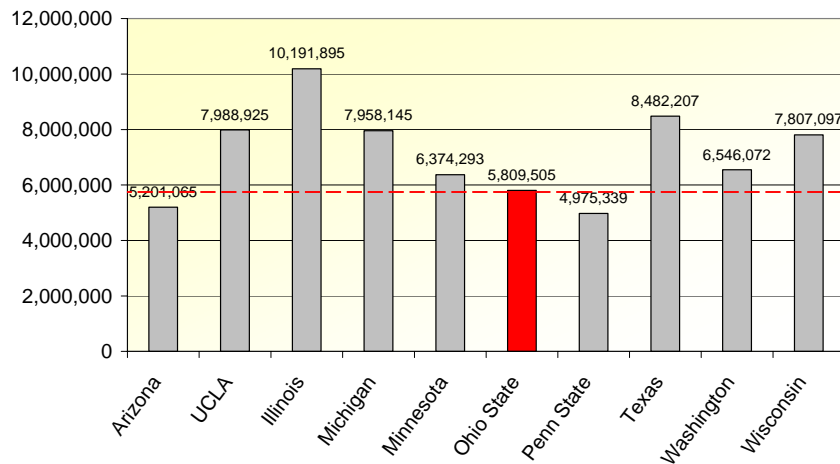


TABLE 2
Volumes Added (Gross) 2003/2004
Comparison with Peer Institutions

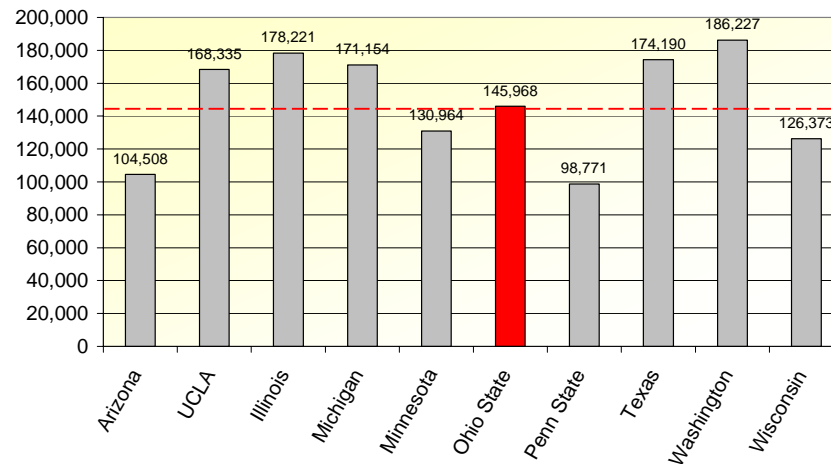


TABLE 3
Serial Titles Currently Received 2003/2004
Comparison with Peer Institutions

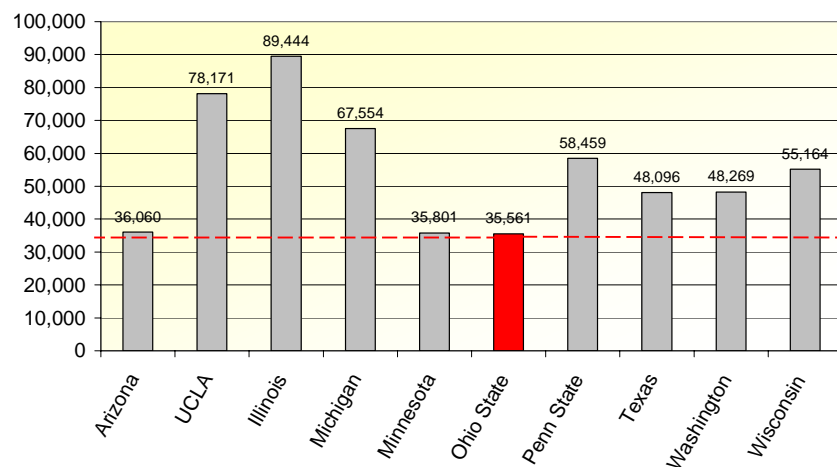
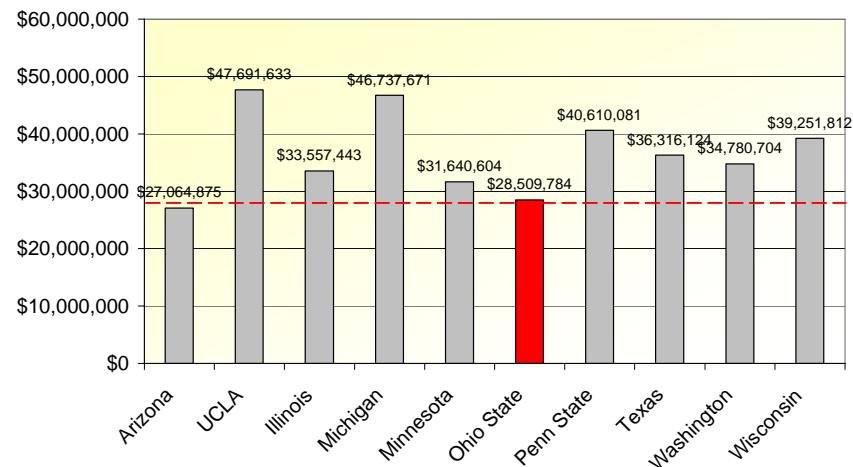


TABLE 4
Total Expenditures 2003/2004
Comparison with Peer Institutions



Appendix B: Comparative Statistics for the Combined Columbus Campus Libraries and Their Peer Institutions

TABLE 5
Total Expenditures 1999/2000 - 2003/2004
Comparison with Peer Institutions

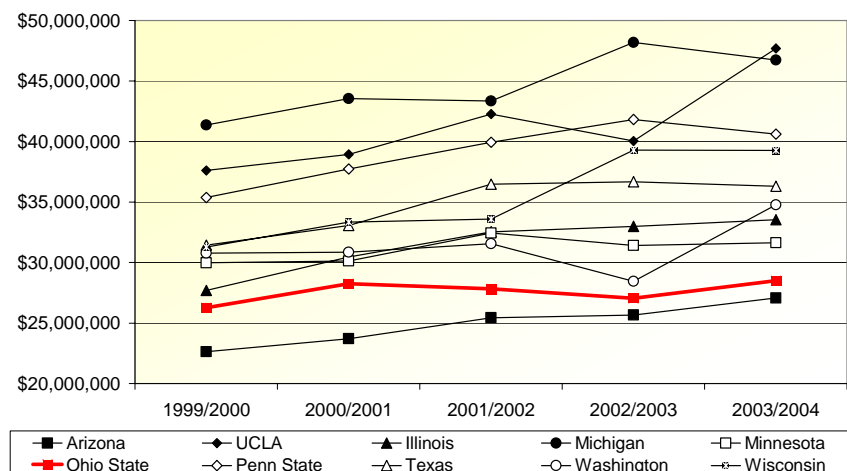


TABLE 6
Total Expenditures Per Faculty/Student 2003/2004
Comparison with Peer Institutions

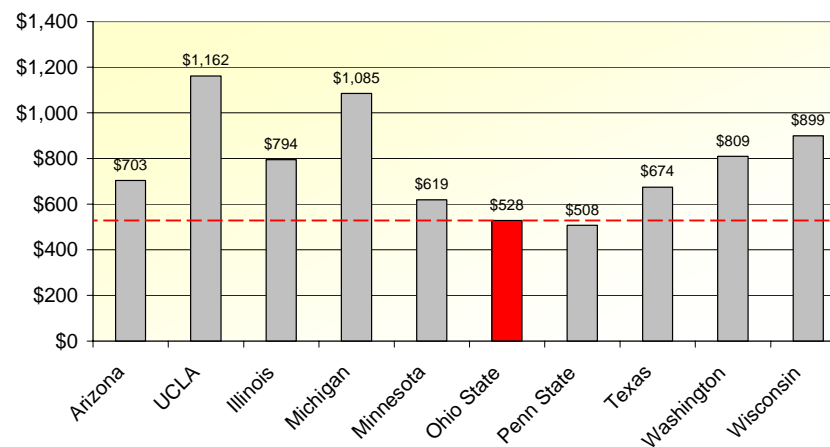


TABLE 7
Average Percent Increase of Total Expenditures
1999/2000 - 2003/2004
Comparison with Peer Institutions

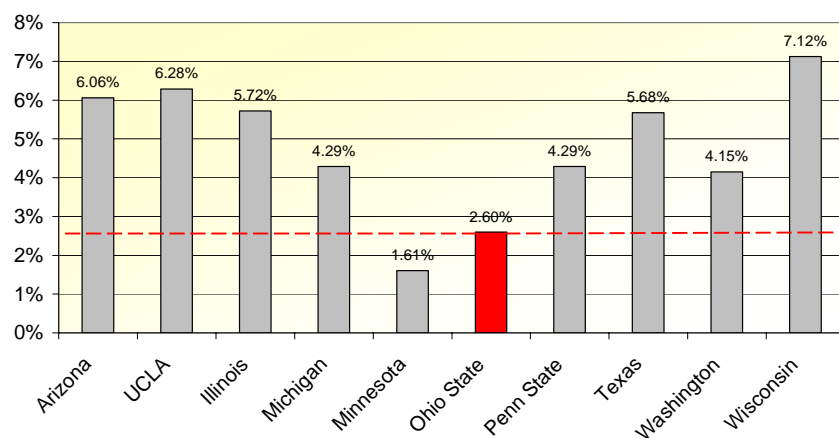
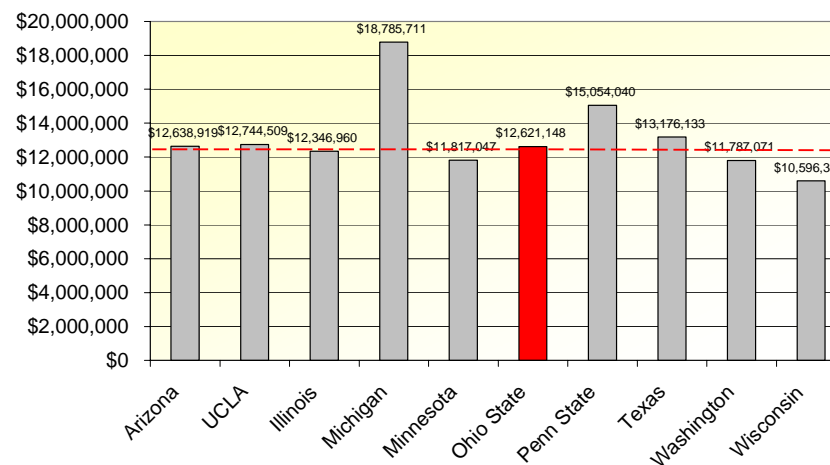


TABLE 8
Expenditures for Library Materials 2003/2004
Comparison with Peer Institutions



Appendix B: Comparative Statistics for the Combined Columbus Campus Libraries and Their Peer Institutions

TABLE 9
Expenditures for Library Materials 1999/2000 - 2003/2004
Comparison with Peer Institutions

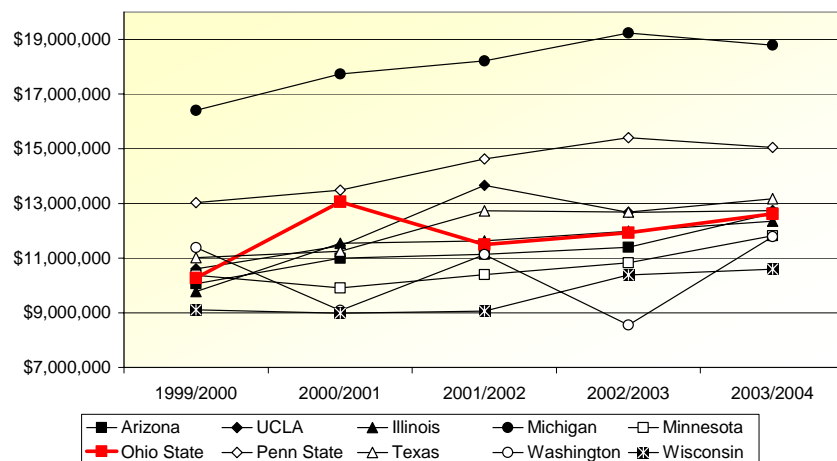


TABLE 10
Reference Transactions 2003/2004
Comparison with Peer Institutions

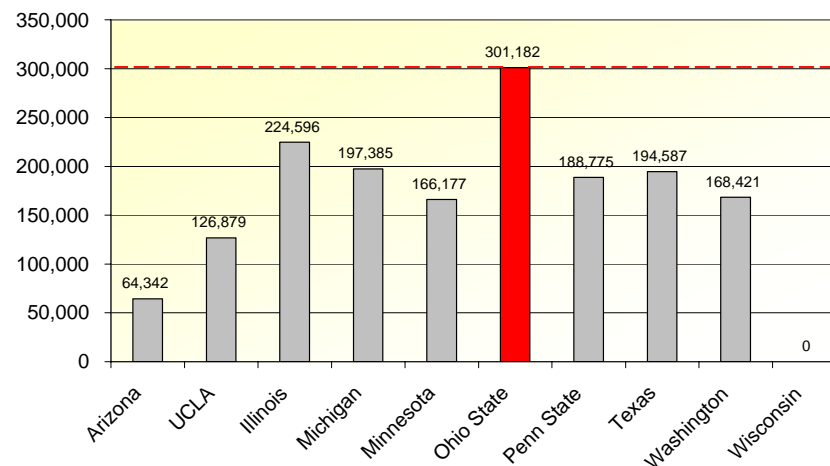


TABLE 11
Reference Transactions 1999/2000 - 2003/2004
Comparison with Peer Institutions

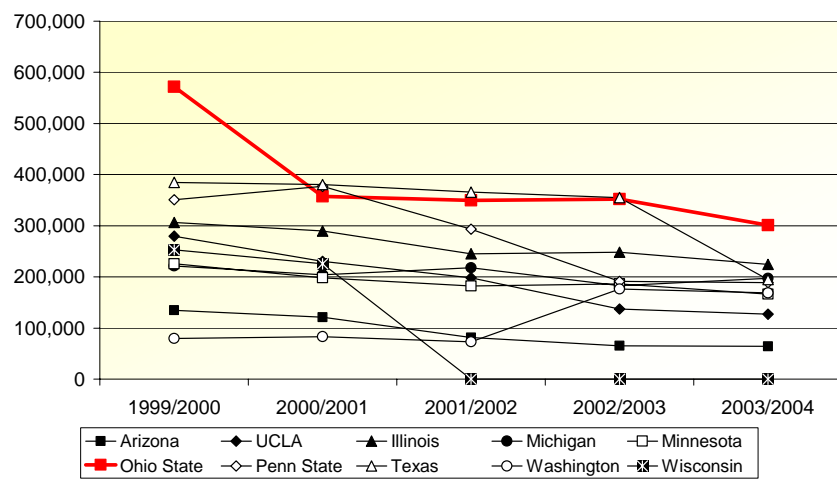
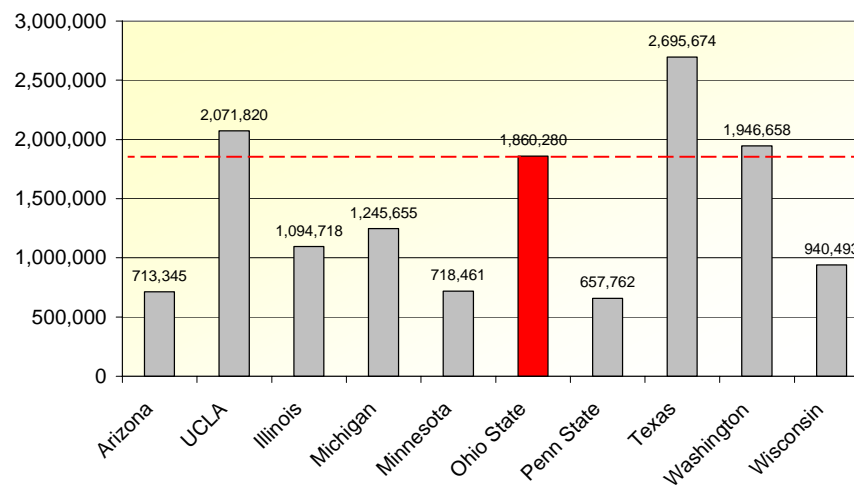


TABLE 12
Total Circulation 2003/2004
Comparison with Peer Institutions



Appendix B: Comparative Statistics for the Combined Columbus Campus Libraries and Their Peer Institutions

TABLE 13
Total Circulation 1999/2000 - 2003/2004
Comparison with Peer Institutions

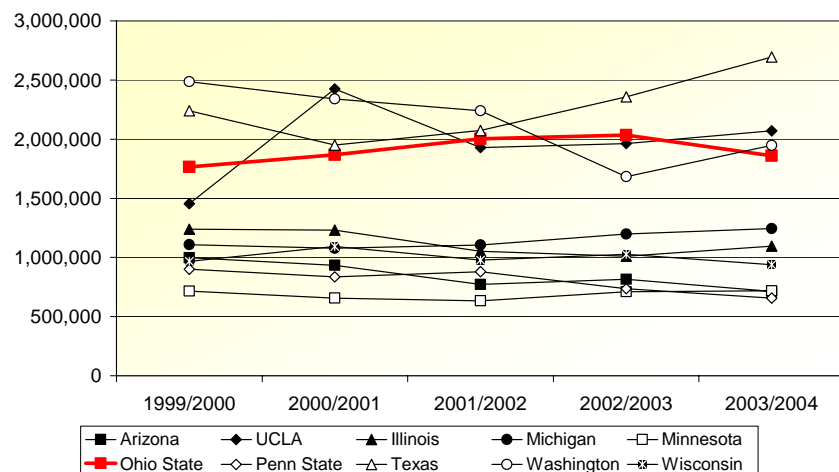


TABLE 14
Circulations per Faculty/Student 2003/2004
Comparison with Peer Institutions

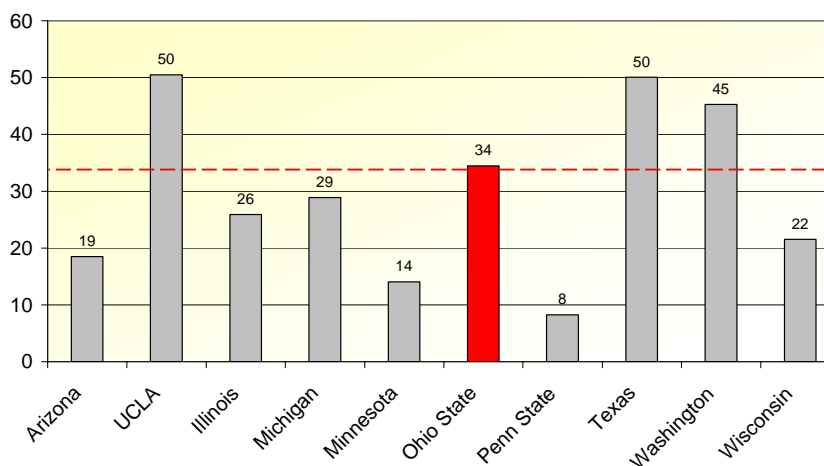


TABLE 15
Circulations Per Faculty/Student 1999/2000 - 2003/2004
Comparison with Peer Institutions

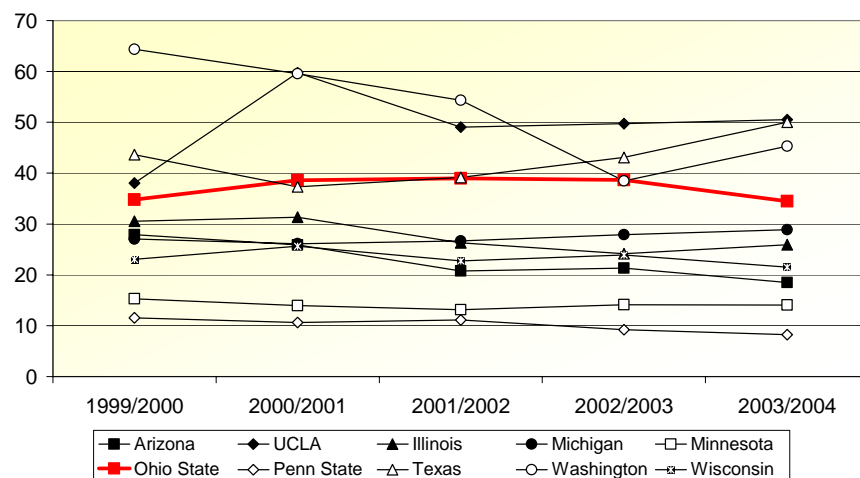
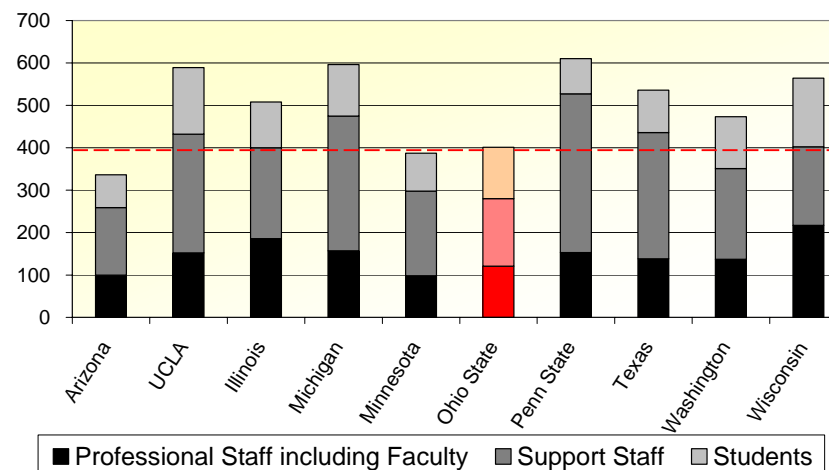


TABLE 16
Proportion of Staff Categories 2003/2004
Comparison with Peer Institutions



Appendix B: Comparative Statistics for the Combined Columbus Campus Libraries and Their Peer Institutions

TABLE 17
Professional/Non-Professional Staff 2003/2004
Comparison with Peer Institutions

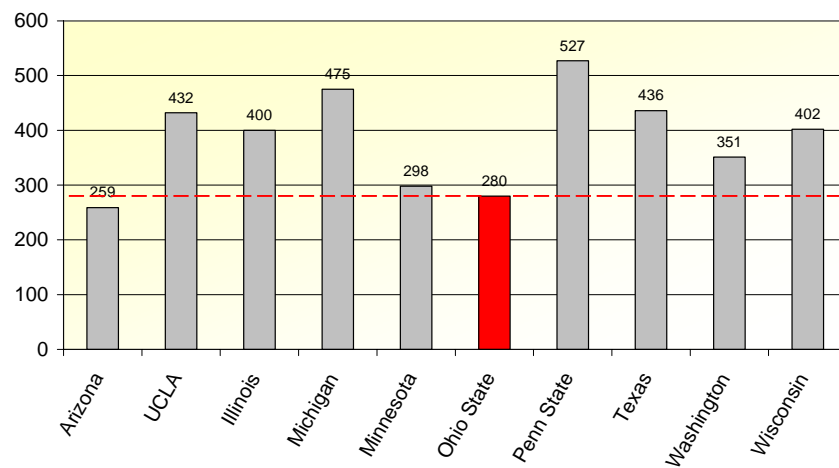


TABLE 18
Students as Percent of Total Staff 1999/2000 - 2003/2004
Comparison with Peer Institutions

